



Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of January 31, 2021:

- Six (6) new initiatives were added to the FY2021 placemat.
- Seven (7) initiatives were transferred to the FY2022 placemat. The owners have revised their timeline and have decided to adjust their projected completion date. The end dates have moved beyond 06/30/2021.
- There are 26 initiatives remaining on the FY2021 placemat; 19% have completed the planning phase and are ready for implementation.
- The Governor signed an Executive Order to end the Citizen Advisory Committee. This will show as complete on the initiative dashboard.

For more on the status of the FY2021 initiatives, see the Appendix.

Statistics & Analysis

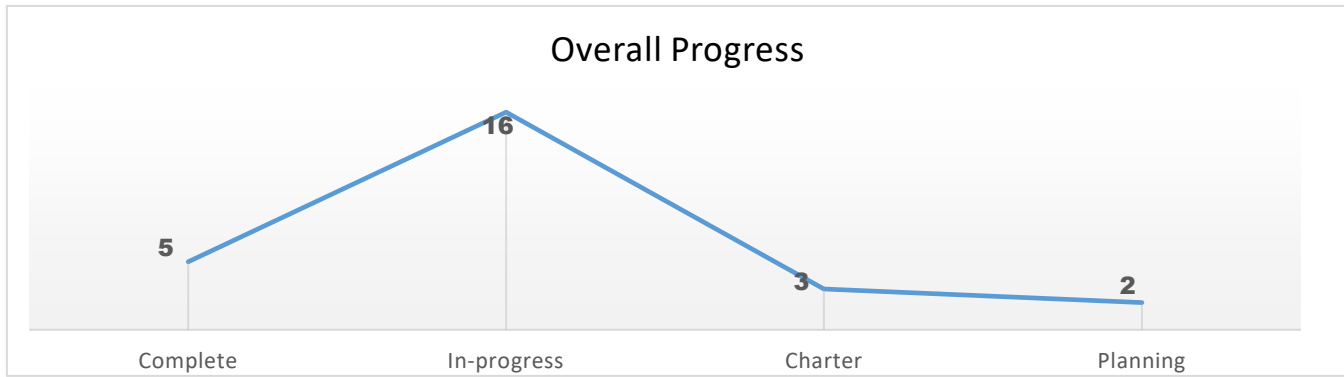
The 26 initiatives for focus in FY2021 are divided among the placemat themes as follows: 10 under safer work environment, 10 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. One hundred percent (100%) of the initiatives under the safer work environment theme are either in-progress or pending implementation. And initiatives in the pending implementation phase under the improving workforce theme increased by 30%.

Table 1: FY21 Progress of Strategic Plan Projects by Theme

Placemat Themes	Initiative Status			
	Complete	In-progress	Charter	Planning
Safer Work Environment (10)	20%	80%	0%	0%
Improving Workforce (10)	30%	30%	20%	20%
Reducing Risk & Recidivism (6)	0%	83%	17%	0%



Figure 1: Progress of Strategic Plan Initiatives by Status



The 26 division led projects are currently in the following statuses: Five (5) are complete (19%), 16 are in-progress (62%), and three (3) are chartered (12%). Only two (2) remain in planning (8%).

Table 2: Project Status by Division Responsibility

Progress and Assignment By Division							
Status	Overall	OOD	P&P	DORS	DAI	DHS	Parole Board
Complete	5	0	0	0	3	2	0
In-Progress	16	1	0	3	5	6	1
Charter	3	2	0	0	0	1	0
Planning	2	0	0	0	0	2	0
Total Initiatives	26	3	0	3	8	11	1

DAI and DHS have completed three (3) and two (2) respectively of their assigned initiatives. All three (3) of the initiatives assigned to DORS are in-progress, along with five (5) of the eight (8) assigned to DAI. Only two (2) initiatives remain in the planning phase

Implications & Recommendations

Progress continues with the initiatives this FY. A majority (92%) of the initiatives are chartered and are progressing to implementation. Several teams plan to complete milestone tasks in the coming month. They plan to start compiling their efforts for the final draft in the coming weeks. We should have some final recommendations ready for review by March 2021.



Appendix:

FY2021 Initiative Highlights

New initiatives as of 01/19/2021

11.214 - DOC Wide COVID Vaccine

- In-progress. JPay is preparing a COVID vaccine survey for the offender population after CORIZON complete their polling of eligible offenders for the vaccine.

11.215 - Perimeter Detection Fence

- In-progress. Requisitions have been submitted to start the five perimeter system detection system upgrades. The planned schedule is SECC – mid-January, SCCC – mid-February, JCCC – mid-March, FRDC – mid-April, and PCC – mid-May. They plan to have five (5) fence completed by 05/31/21.

21.209 - Trauma Support for Staff

- In-progress.

21.210 - Expand COI and Cook Recruitment Efforts

- Chartered. This will start after the Recruitment Unit is moved from DAI to DHS and the new Recruitment Officer is hired (Should hire within the next month).

22.106 - Complete Leadership by Design for DAI

- In planning.

22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

- In planning.

11.101 - Staffing Pattern & Shift Analysis

Off track – with plan to rectify

- They were granted six (6) months contract extension through 06/30/2021. The vendor will complete site visit by 04/30/2021. And in accordance with the contract, DOC and the vendor will meet to discuss the project methodology, approach, and work plan. The team plans to implement this initiative by June 30, 2021.



11.110 - Offender Mail/11.111 - Offender Censorship

Off track - with plan to rectify

- DAI has decided to merge these two initiatives due to work overlap. The DOC Contract Team is in the process of reviewing the scope of work with JPay to add a requirement that JPay staff scan non-attorney/client postal mail at no cost to the department or the offender and deliver that scanned mail via the tablet or JPay kiosk. The proposed amendment to the scope was sent to the vendor on 01/12/2021. The Implementation is planned for 30 days from the date the amendment gets signed.

11.202 - Improve Safety at Regional Offices/Training Centers and Central Office

- Complete – Pending site visit from the Quality Assurance Team.

11.207 - Identification & Tracking of Security Threat Groups

Off track - with plan to rectify

- The draft manual is being reviewed. This initiative will be ready for monitoring after the review process is complete.

11.211 - Offender Suicide Prevention

Off track - with plan to rectify

- This team had to regroup and restart the process for several reasons. But as of 12/18/2020, they have identified milestones that satisfy the goal of the project and have assigned efforts to the milestone tasks. They plan to have 50% of the milestones complete by mid-February. The final draft is schedule for 03/30/21.

11.212 - Transition to Electronic Files to Support Work from Home

On track

- In-progress.

11.213 - Institutional COVID-19 Testing for Safe Reopening

- Complete – Monitoring is in progress.

21.103 - Identification of Core CO-I Competencies

- Planning complete – Implementation in progress



21.206 - Implement On-Boarding for Frontline Staff (Phase II)

Off track - with plan to rectify

- They are finalizing the details specific to DOC to start the implementation process. They have created a plan for the landing page. They will use DOCOTA to initiate feedback from staff at different stages of the on boarding process. This will allow them to identify and correct sites that are not following the onboarding process. This is schedule to complete March 2021.

21.208 - The Corrections Way for Frontline Staff

- Complete. This is in monitoring.

21.405 - Create Employee Wellness Program

On track

- They have completed most of their milestone tasks ahead of schedule and has been awarded a grant to help with the supplies for the wellness centers they plan to create or remodel. We will move this to monitoring once the closeout report is complete.

22.203 - Re-purpose Citizen's Advisory Committees

Closed

- On 01/07/2021, the Governor terminated Executive Order 03-11 governing the Citizen's Advisory Committee. This is done.

22.303 - Trauma Informed Culture at Female Institutions

Pending start

- The project charter is in development. The plan is to launch this project by February 2021 and complete the recommendations by the end of FY2021.

31.114 - Programming to Conform to Evidence Based Practice

On track

- They have completed 14% of their milestones Their projected completion date is 04/30/2021

31.115 - Mental Health and Substance Use Treatment Standards

On track

- They have completed 26% of their recommendations. Their projected completion date is 04/30/2021.



31.207 - Community Peer Specialist

Pending start

- Chartered. They have assigned members to the team and plan to have their first meeting in the coming weeks. Their projected completion date is 05/30/2021.

31.209 - Program Model for Court Referred Short-Term Offenders.

On track

- They have started on their milestone tasks and expect to have two (5) of their five (5) milestones complete on 02/15/2021. Their projected completion date is 05/01/2021.

31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

Pending start

- Chartered and team assigned. They plan to have their first meeting in February 2021.

31.401 - Re-Create Release Guidelines

Off track - with plan to rectify

- On 11/01/2020 Board extended use of the ORAS for all hearings and began using of the new hearing report format. Only ORAS hearing exception is juvenile life without and juvenile offenders who are under age 18 at the time of parole consideration.
- CEPP, who was awarded the NIC Structured Decision Making Framework implementation contract completed their initial assessment phase and recommended to NIC that we move forward with implementation.
 - Implementation Phase projected completion March 2021-
 - Training Phase completion April 2021
 - Coaching Phase TBD (approximately 3 months to complete)

Moved to FY2022 placemat

12.104 - Automated Time Keeping System for DAI

Off track – with plan to rectify

- The DOC team continues to meet weekly with the vendor and internally. They have been working hard on testing and re-configuring the system related to the schedule to contract automation, holiday automation, and FMLA. Recently, they had to re-work the automation due to how SAMII handles holidays. DOC and DMH have met with the vendor regarding the FMLA automation and have shared their requirements. The vendor's team is putting together a document that outlines the requirements so DOC and DMH can review it before they build the automation. The vendor is making modifications to the automation; they should complete these within the next two weeks. This



Improving Lives for Safer Communities

should allow the team to start testing again next month. The projected completion date for this initiative is June 2022. Move this to the FY2022 placemat.

12.307 - Develop System for Virtual Training - LMS

Off track – with plan to rectify

- They were allowed to add a new decision item for a new Learning Management System (LMS) to the FY2022 budget request. They are working through the Fiscal Unit on the procurement process to prepare the documents required for OA to process. After which, they will send out a Request for Proposals. The goal is to gain approval to award the contract prior to 07/01/2021 so that implementation can begin on 07/01/2021. This is all pending legislative approval for the expenditure. The implementation process will follow, which will take several months. Move this to the FY2022 placemat.

21.202 - Develop On-Boarding for Supervisory Positions

Off track – with plan to rectify

- Chartered. This will start after the implementation for frontline on-boarding is complete. Move this to the FY2022 placemat.

21.207 - Transformation Training Academy

Off track – with plan to rectify

- They have completed the process of assigning efforts to the milestones. They will communicate a timeline for the completion of each milestone shortly. And the RFP is set for release on 03/01/2021. This will move to FY2022.

22.105 - Redevelop the Intranet

Off track – with plan to rectify

- The intranet project has been on hold for various reasons (other projects, delays related to OA onboarding, etc.). They will not meet their target launch date of 07/01/2021 but should have a solid blueprint by the end of this fiscal year. We will move this to the FY2022 placemat.

31.113 - Ashland University Expansion

Off track - with plan to rectify

- They are struggling to manage with COVID. However, the program is up and running at these sites: ACC, BCC, CCC, ERDCC, FCC, MCC, MECC, NECC, SCCC, TCC, WERDCC, WMCC, WRDCC. But they do not plan to start anything at the remaining institutions (JCCC, PCCC, and SECC) until summer 2021. They believe this program does not work for short term or treatment intense facilities like KCRC or OCC. Move this to the FY2022 placemat.



31.204 - Establishment of an Offender Nursing Home with Outside Partner

Off track - with plan to rectify

- According to field contact the City of Fulton approved the building permit on 12/22/2020.
- Due to unforeseen circumstances, the construction is not as far along as they had planned to be at this stage. The site is being cleared for construction, which was just reported by the local newspaper. The soils are being tested for construction suitability. They have encountered bad soil issues in some areas and are going through the remediation process. The hospital's retention pond was in the middle of the construction area and had to be relocated. In addition, they had to negotiate multiple easements with the neighboring hospital to obtain water and sewer. The General Contractor is updating the construction timeline. Move this to the FY2022 placemat.
- Here is a hyperlink to the article referenced above:
<https://www.fultonsun.com/news/local/story/2020/nov/25/crews-make-way-for-correctlife-nursing-facility/850254/>

Strategic Initiative Dashboard

FY2021 Initiatives

Values in circles indicate %
of milestone complete

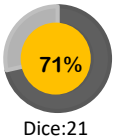
On-Track
Off Track with plan
Off Track – with no plan



Safer Work Environment

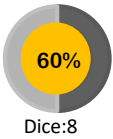
Safe Worksites

Staffing Pattern &
Shift Analysis



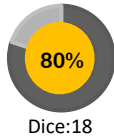
Dice:21

Offender Censorship



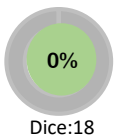
Dice:8

Identification &
Tracking of Security
Threat Groups



Dice:18

Transition to
Electronic Files to
Support Work-From-
Home



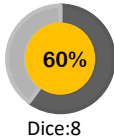
Dice:18

Institutional COVID-
19 Testing for Safe
Reopening



Dice:7

Offender Mail



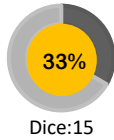
Dice:8

Improve Safety at
Regional
Offices/Training
Centers and Central
Office



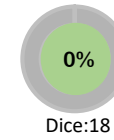
Dice:10

Offender Suicide
Prevention



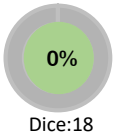
Dice:15

DOC Wide COVID
Vaccine



Dice:18

Perimeter Detection
Fence



Dice:18

Improving Workforce

Hire, Develop, Retain Quality Staff / Health & Wellness

Develop Corrections Brand

Identification of Core
CO-I Competencies



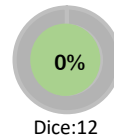
Dice: 8

Corrections Way
Training to Frontline
Staff



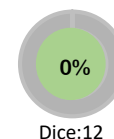
Dice:12

Trauma Support
for Staff



Dice:12

Complete
Leadership by
Design for DAI



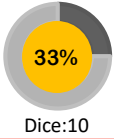
Dice:12

Repurpose the
Citizen's Advisory
Committee (CAC)



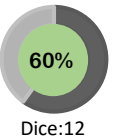
Dice:24

Implement Frontline
Onboarding



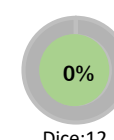
Dice:10

Create Employee
Wellness Program



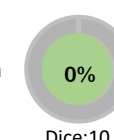
Dice:12

Expand COI & Cook
Recruitment
Efforts



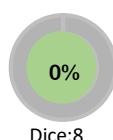
Dice:12

Develop Equity,
Diversity & Inclusion
(EDI) Policy



Dice:10

Adopt Trauma
Informed Culture at
Female Institutions



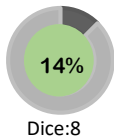
Dice:8

Reducing Risk & Recidivism

Prep for Release

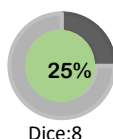
Parole Board

Institutional
Programming and
Activities Conform
with Evidence Based
Practice



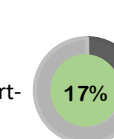
Dice:8

Develop Integrated
Mental Health and
Substance use
Treatment
Philosophy and
Standard



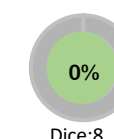
Dice:8

Program Model for
Court Referred Short-
Term Offenders



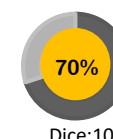
Dice:8

Quality Control and
Quality Assurance
Support for
Correctional
Programming



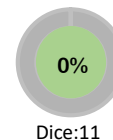
Dice:8

Re-Create Release
Guidelines



Dice:10

Community Peer
Specialist



Dice:11

Dice scores last calculated Jun 2020

**Scores are defined as follows: - 7 to 13 win zone (Highly likely to succeed) - 14 to 17 worry zone (Risky, needs immediate attention to weaken risk) - 18+ woe zone (highly likely to fail, need decisive action to salvage)